

## APPENDIX C

### MOBILIZATION MANPOWER PLANNING GUIDANCE<sup>1</sup>

#### A. MILITARY MANPOWER DEMAND DETERMINATION

1. Force structure manpower demand calculations shall include the following:

a. Reserve component **units** mobilized on M-Day or, when appropriate, the day on which a deployment or contingency operation commences.

b. Active and reserve component units raised to war-required manning levels in a time-phased, incremental manner, consistent with the scheduled deployment or CONUS employment date and projected time-phased work load.

c. Unmanned units activated and raised to war-required manning levels in a time-phased, incremental manner, consistent with scheduled deployment or CONUS employment date and projected time-phased work load. Unmanned units shall be included in the force structure only if equipment for these units is on hand; these units can be equipped with commercially available, off-the-shelf items before scheduled deployment and employment or, if appropriate procurement of equipment for these units has been programmed.

d. Scheduled deployment or CONUS employment dates of units consistent with programmed or, when appropriate, actual lift capability and equipment prepositioning.

e. Force structure manning reduced to reflect:

(1) Losses of major combat equipment for which war reserve stocks are not available, such as ships, aircraft, or armored vehicles.

(2) Periods of extended equipment nonavailability, such as ship battle-damage repair.

(3) **Units** whose sole wartime mission is mobilization and deployment, inactivated when that mission is completed.

(4) Immediate inactivation of units with no wartime mission after M-Day.

(5) Work load projected to diminish at any point after mobilization.

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<sup>1</sup>Based on DoD Instruction 1100.19, "Wartime Manpower Planning Policies and Procedures". See this DoDI for complete guidance including overseas and medical considerations.

f. Projected work load and manpower demands for force units that reflect:

(1) Wartime activity-level assumptions consistent with the programmed or actual availability of equipment, spares, and munitions inventories in the theater of operation.

(2) **Nonreplaceable** losses of major combat equipment.

(3) Immediate termination or deferral of all activities not considered essential to the war effort by the Military Services.

(4) Reliance on host nation support as prudently feasible.

(5) Reliance on prearranged contractor services, as feasible.

(6) Continuation of services provided overseas by DoD contractors and civilian employees occupying Emergency-Essential positions.

g. Projected work load and manpower demands for training units shall reflect:

(1) Training rates consistent with the programmed or actual time-phased force structure manpower demand.

(2) Immediate cessation of training providing only a marginal contribution to combat capability or force sustainment.

(3) Required initial training, refresher training, and re-training up to seven days a week.

(4) Programmed or actual training base capacities.

h. Force structure manning demand shall be consistent with the leave and work-week planning assumptions in Appendix B.

i. Force structure demand **shall** be designated as either military or civilian according to the following personnel utilization criteria:

(1) All wartime jobs in the theater of operation shall be designated as military jobs with specific exceptions.

(2) Upon mobilization, all support establishment positions in the United States, its territories and possessions, shall be designated as civilian unless:

(a) Military incumbency is required by law.

(b) Possessing military-unique skills or experience is essential for successful performance of assigned support duties.

(c) Military authority or discipline is required.

(d) No qualified civilians are available.

B. CIVILIAN MANPOWER DEMAND DETERMINATION

1. Projected work load and civilian manpower demands shall reflect:
  - a. The immediate activation of activities that have wartime missions.
  - b. The inactivation of support activities whose mission is completed once military forces are mobilized or deployed.
  - c. The immediate inactivation of activities with no wartime mission.
  - d. Wartime activity level assumptions consistent with the programmed equipment, spares, and munitions inventories.
  - e. Immediate termination or deferral of all activities not considered essential to the war effort by the Military Services.
  - f. Reliance on prearranged contractor services as feasible.
  - g. Training rates for military personnel consistent with the programmed or actual time-phased force structure manpower demand and training base capacities.
  - h. Leave and work-week planning assumptions in Appendix B.
  - i. Designation of positions as military or civilian according to the personnel utilization criteria contained in subparagraphs A.1.i. (1) and (2), above.

C. MILITARY MANPOWER SUPPLY PLANNING

1. All military manpower that must be available for duty not later than M+1 day shall be programmed in and assigned to the active force, Selected Reserve units, or the Individual Mobilization Augmentee Program.
2. All active duty and Selected Reserve personnel with skills not needed in wartime shall be reassigned to meet wartime demand in secondary skills or retrained in time to meet mobilization or deployment requirements.
3. Military personnel occupying CONUS-support establishment jobs that must be performed in wartime may be replaced by civilian personnel or recalled military retirees, consistent with the stabilization of key mobilization positions. Replaced military personnel may be transferred to deploying units or made available as replacements.
4. Continuous review shall be made of missions and capabilities for the effective wartime utilization on active duty of minimally disabled or over-age personnel with current or prior military service, including the study of assignments which directly support state defense forces, civil defense, or other aspects of the internal defense of the United States and its possessions.

5. The Military Services shall develop manpower mobilization plans and shall program the necessary resources to satisfy their time-phased **pretrained** individual military manpower inventory objectives using IRR, ING, active duty retirees, the Standby Reserves and Retired Reserve. In doing this, the Military Services shall:

a. Carry out exercises and data management programs in peacetime, enabling the estimation of mobilization manpower yields from the IRR and Standby Reserve Pools. Management improvement programs will be in place to increase these yields, when practicable.

b. Identify facilities that contain, or will contain, units with wartime military positions that can be filled by military retirees and pre-assign military retirees to those facilities.

c. Identify units with wartime military augmentation and filler positions, other than subparagraph C.5.b. above. Fill these positions by the most time-efficient means, e.g. , preassign IRR and ING to facilities from which these units are to deploy or be employed. Exhaust the IRR and ING to fill all time-phased objectives except those positions predesignated to be filled by retired military personnel.

6. The Military Services shall preassign pretrained individual service members as required to satisfy the demand by skill. In addition to the existing IRR and ING peacetime training programs, IRR, ING, and active duty **retired military personnel required to meet** time-phased objectives **between M+1 and M+30 days shall** receive peacetime refresher training as necessary. IRR and ING required prior to **M+11** days shall also be preassigned.

7. Upon mobilization, all screening of the Ready Reserve ceases and Ready Reservists are immediately available for recall.

8. Upon mobilization, Ready Reservists and preassigned military retirees may not be deferred or exempted from recall because of civilian occupations except those previously designated as key employees during peacetime screening as prescribed by current directives.

#### D. CIVILIAN MANPOWER SUPPLY PLANNING

1. DoD Components shall develop and institute manpower mobilization plans and shall program the resources necessary to satisfy the time-phased civilian employee demands by geographic location and occupational area. This planning and programming should conform to the following:

a. Identify all civilian employees of DoD Components who are members of the Ready Reserve or the Standby Reserve or are military retirees scheduled for recall. Manpower mobilization plans shall assume that none of these personnel are available as civilian employees after **M-Day**.

b. National Defense Executive Reserve units shall be established, as appropriate, under DoD Directive 1100.6.

c. Civilians employed by DoD Components, whose peacetime services are not needed during wartime, shall be reassigned to more critical jobs and relocated if necessary.

d. All civilian employees not needed by one DoD Component may be detailed, reassigned, or relocated, to satisfy the critical work load of another DoD Component.

e. Civilian mobilization manpower needs not accommodated by detailing or reassigning civilian employees from other functions and activities within M+15 days shall be filled by any appropriate appointment authority.

f. Components shall plan how they will recruit the additional civilian employees needed. This should include using the national network of local employment offices established by the United States Employment Service and operated by the states, local offices of the Office of Personnel Management (OPM), and the information provided regularly by the Defense Management Manpower Data Center.